

THE RELEVANCE OF THE BOUNDARY BETWEEN LEADERSHIP AND MANAGEMENT IN THE MODERN ERA

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Abstract. *This research aims to revisit the relevance of the boundary between leadership and management in the dynamic and uncertain context of modern organizations. Using a qualitative approach based on literature review, this study explores an in-depth understanding of the role and interrelationship between the two in contemporary organizational practice. While the classical literature tends to separate leadership and management as two distinct functions, this study shows a paradigm shift towards the integration of both roles in one professional figure. The main update of this study lies in its approach that emphasizes the importance of holistic and strategic human resource development to produce managers who are also capable of being leaders. The study results show that the conceptual separation between leadership and management is increasingly irrelevant, especially in high-performance organizations. Therefore, there is a need for organizational strategies that combine the two as an integrated competency in training, career development, and performance evaluation. The main conclusion confirms that organizational success is determined by the synergy, not the separation, between leadership and management.*

Keywords: *Relevance, Leadership, Management, Modern Era*

I. INTRODUCTION

In the modern organizational landscape of uncertainty and rapid transformation, it is increasingly important to critically examine the discourses of leadership and management (Ibarra, H., & Scoular, A., 2019). Decades of academic tradition have sharply differentiated these two concepts, with management associated with stability, control and operational efficiency, while leadership is associated with vision, innovation and the ability to inspire change (Bush, T, 2020). However, amidst demands for flexibility, cross-functional collaboration, and a more adaptive work culture, this dichotomy is starting to feel outdated.

Contemporary research emphasizes that modern leadership demands authenticity, empathy, and the ability to build trust in an increasingly fluid and non-hierarchical context (Goffee, R., & Jones, G., 2015). On the other hand, leadership is no longer a static attribute, but rather a set of behaviors that can be dynamically developed, even at the managerial level (Ibarra, H., & Scoular, A., 2019). This suggests that the ability to lead is not exclusive to certain positions, but is a core competency that must be possessed by every individual in the organization, including those who formally hold managerial roles.

However, many organizations still maintain a strict separation between leadership and management development paths (Labrador Fernández, J., Martínez Morán, P. C., & Delfino, G., 2023). This leads to structural problems, such as the birth of efficient managers who fail to create emotional team engagement, or visionary leaders who lack strategic implementation skills. In practice, these two roles often overlap and are difficult to distinguish functionally.

The main issue raised in this study is the extent to which the boundary between leadership and management is still relevant in the modern era, where change is rapid and demands for adaptation are high. Is the separation still functional in building responsive and sustainable organizations? Or has it become an obstacle to role integration and overall organizational effectiveness?

This article aims to revisit the relevance of the boundary between leadership and management in the context of contemporary organizations.

II. RESEARCH METHOD

This research uses a qualitative approach to explore and analyze the differences and similarities between leadership and management in the context of modern organizations (Del Carpio, C., & Mason, A.,

2023). The qualitative approach was chosen due to its nature that allows researchers to understand phenomena in depth and holistically, especially in terms of complex organizational dynamics and overlapping roles between leaders and managers.

Review of Literature

The literature review serves as a basis for understanding various existing theories and concepts regarding leadership and management (Gentsoudi, 2022). Some of the main studies referenced in this literature review are:

1. The differences between management and leadership. Written by Moh. Barid Nizarudin Wajdi with the conclusion Every organization needs managers and leaders, and their roles should be seen as complementary to each other. Optimal effectiveness of an organization can only be achieved if the organization has strong leadership and strong management. In today's dynamic workplace, organizations need leaders to overcome new challenges, and transform the organization to achieve a competitive advantage in the market (Wajdi, 2017). Reseach Gap, Most previous research still strictly separates the leadership and management paths, both in theory and practice, so that not many have examined how the two roles can complement each other functionally in the context of modern organizations.
2. Are Leadership and Management Different? A Review. Written by Dr. Ali Algahtani with the conclusion that organizations need managers to maintain. In addition, organizations need managers to maintain a well-functioning workplace, and utilize resources effectively. Finally, a balanced organization must have a blend of leaders and managers to succeed (Ali Algahtani, 2014). Reseach Gap, emphasizes the role of management in maintaining organizational stability and efficiency, and the role of leadership in creating change and strategic vision. However, there is still a lack of research that deeply explores how organizations can establish a functional balance between managers as guardians of stability and leaders as agents of change within a unified organizational system.
3. Leadership and Management Are One and the Same. Written by Neelam Azad, PhD, H. Glenn Anderson Jr, PharmD, Amie Brooks, PharmD, Oscar Garza, PhD, MBA, Christine O'Neil, PharmD, Misty M. Stutz, PharmD, Jenelle L. Sobotka, PharmD with the conclusion that leading and managing are separate. However, what has happened that has happened since the introduction of the separate units, is that the lines are not drawn as clearly as they were first defined. So after a thorough review, we decided that the two thoughts are not as separate as previously thought. Thus, we created the following three arguments: the definitions of leading and managing and management are arbitrary and defined in the same way; the definitions of leadership and management concepts are transferable in high-performance organizations; in academic environments and high-performance organizations, leading and managing cannot be separated. and management cannot be separated. The terms, as argued, are defined to fulfill the truths they wish to maintain. After looking at the various definitions and variations of leadership and management skills, we determined that the definitions are made to fit the mindset of the individual making the definition. What may seem to define a leader is often seen in other of a manager. And many of the skills that human possess are part of the skills of a leader, making it difficult to discern which role the author intended to define. Therefore, we conclude that there is no clear-cut definition of leader or manager. During our research on this topic, what has also become clear is the role that individuals in organizations play in organizations. We saw that the qualities that were first categorized in one area, began to permeate other areas, and roles In fact, based on our , there can be no effective leadership in an organization without a combination of both, and each person who is given the title of leader or manager must

also have the other skill set. The idea of high performance and success in organizations does not stand alone. When we examine our own academy, we see that these principles apply with the leadership of our academic institution. managers are essential in knowledge management and confirms our belief that the roles of leaders and managers are intertwined in our academic leaders. It is with this argument that we were able to defend our position our position and now believe that leadership and management are one and the same (Neelam Azad, 2017). Reseach Gap, Most of the classical literature sharply distinguishes between leadership and management, placing them as separate functions in organizations. However, recent studies suggest that in practice, especially in high-performing organizations and academic environments, the dividing line between the two roles is increasingly blurred. Many skills previously attributed exclusively to leaders are now also found in managers, and vice versa, making defining the two separately increasingly irrelevant. This research aims to fill this gap by examining how leadership and managerial roles are integrated by individuals in modern organizations, and how the interplay between the two contributes to organizational effectiveness. As such, this research offers a more contextualized and unified alternative approach to leadership and management, compared to the conceptual dichotomy that many have adopted previously.

4. Leadership versus Management: How They Are Different, and Why. Written by Shamas-Ur-Rehman Toor and George Ofori with the conclusion There are striking similarities between "leadership" and "management" as well as 'leaders' and 'managers'. How However, it is clear that organizations today need both leaders and managers. and managers. They need leaders with managerial and managerial capabilities and managers with leadership qualities. It is, therefore, important for organizations to adopt a strategy of systematically developing its professionals into managers who are also effective leaders. effective leaders as well. These managers, in certain situations, can then assume

leadership roles. To (Shamas-Ur-Rehman Toor And George Ofori, 2008) this end, leader development leader development should be made part of the organization's as it is a source of competitive advantage . Reseach Gap, Although much of the literature recognizes the importance of both leadership and management in organizations, most research still addresses both as separate competency development paths. In fact, the needs of today's organizations demand professionals who are able to perform managerial functions as well as possess leadership qualities. The similarity of roles between leaders and managers is increasingly striking, especially in the context of organizations oriented towards change and competitive advantage. However, there is still a void in empirical studies that specifically examine how organizational strategies can systematically develop individuals into managers who are also effective as leaders. This research aims to fill that gap by exploring leadership development practices and approaches integrated within managerial career paths in modern organizations.

Based on a review of previous literature, the main update of this study lies in its approach that highlights the integration of leadership and management roles as a strategic necessity in modern organizations, rather than as two separate pathways. While many previous studies address the importance of both individually, this research offers a new perspective by emphasizing that adaptive and sustainable organizational success can only be achieved through the systematic integration of leadership development within the managerial career path. This research also fills an empirical void by focusing on the context of high-performance organizations, where the role boundaries between leaders and managers are increasingly blurred, and individuals are required to have dual competencies to deal with the complexity and dynamics of the contemporary work environment. This approach is a new contribution to academic discourse, by emphasizing the importance of reconstructing organizational HR development strategies in order to be able to produce adaptive, visionary, and operational manager-leaders at the same time.

III. RESEARCH RESULT AND DISCUSSION

Literature review results

After data processing using *VOSviewer* software on the four main articles analyzed in this study, visualization and mapping of conceptual relationships were obtained, showing the close interrelationships between the terms, themes, and topics discussed in each article.

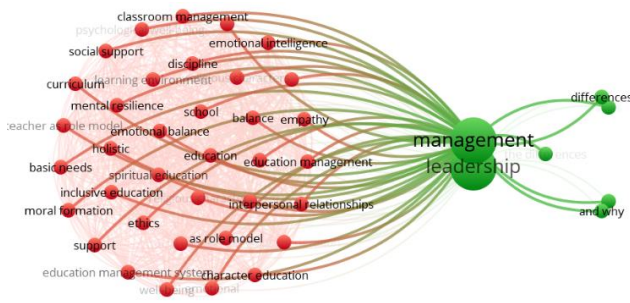


Image: Relationship between management and leadership and other indicators.

The results of this analysis show how the concepts of leadership and management not only appear as stand-alone entities, but are also interconnected through keywords and terms such as "Management", "Leadership", "Discipline", "Ethics" and so on. This finding emphasizes the importance of an integrative approach in understanding and implementing both roles simultaneously. Thus, the results of the mapping through *VOSviewer* contributed to strengthening the conceptual framework of this study and provided a visual representation of the trends in the direction of thought in the related literature.

It shows that the debate over the difference between leadership and management has long been a focus in organizational studies. Most classical theories, as stated by (Wajdi, 2017), emphasize that leadership and management are two different but complementary roles. Managers focus on stability, efficiency, and control, while leaders are more geared towards innovation, vision, and organizational transformation. Even so, both are needed simultaneously in an organization in order to be able to adapt quickly to change and still maintain a stable internal structure. The study (Ali Algahtani, 2014) reinforces this view by highlighting that successful organizations are those that are able to combine managerial and leadership

capabilities in their daily operations. Managers are needed to ensure that systems work, while leaders are needed to create new directions and drive change. However, Algahtani also notes that not many studies have explicitly explained how the balance between these two roles can be developed in modern organizational practice.

Meanwhile, a more contemporary approach as proposed by (Neelam Azad, 2017), criticizes the sharp dichotomy between leadership and management. In high-performing organizations, it is found that the boundaries between the roles of leaders and managers are becoming increasingly blurred. Skills previously exclusively attributed to leaders, such as influence, strategic communication, and vision, are also found in managerial practices. Vice versa, management skills such as planning and supervision are also integral to effective leadership. This review leads to the conclusion that the conceptual separation of the two is becoming increasingly irrelevant.

Furthermore, a review of the study (Shamas-Ur-Rehman Toor And George Ofori, 2008) shows the urgency to design organizational strategies that are able to produce professionals with dual capabilities, namely as managers who have leadership qualities. They stressed the importance of organizations developing a systematic approach in bringing together leadership and management development pathways. The manager-leader concept is considered relevant in the context of organizations facing uncertainty and global competition. This suggests the need to transform HR development approaches from separate to more integrative.

Based on the overall literature, it can be concluded that the current scientific and practical trend is moving towards combining the two roles in one professional figure. This also reflects the dynamics of today's organizations that demand speed of innovation as well as system stability. The ability to be adaptive, visionary, and at the same time able to manage day-to-day operations is the new competency standard for future leaders-managers. Therefore, the organization's HR development strategy needs to be directed at creating individual profiles that are able to play both roles effectively.

Thus, the results of this literature review confirm that organizational success no longer depends on the separation of leadership and management roles, but

rather on the synergy of both in a unified function. This study contributes by bringing together various literature perspectives into a more integrative framework that is relevant to contemporary organizational needs. This provides an important basis for organizational policy direction in designing training, promotion, career, and performance evaluation programs that reflect the duality of these roles in a unified and strategic manner.

Discussion

The distinction between leadership and management has long been a subject of discussion in the organizational and management literature. The main issue that arises is whether they should be separated as two distinct functions or can be carried out in an integrated manner. Many classical theories tend to separate the roles of leaders and managers, placing leadership as an inspirational and visionary endeavor, while management focuses on structural and administrative aspects. This distinction poses a dilemma in organizational practice, especially when it comes to choosing an appropriate HR development approach to produce competent individuals to face complex contemporary challenges.

As stated by (Wajdi, 2017), the roles of leaders and managers should not be seen separately, but rather as two complementary components. Leadership is needed to respond to the dynamics of the external environment and encourage innovation, while management is important in maintaining the internal stability of the organization. In this context, separation of functions has the potential to create imbalances in strategic decision-making. Therefore, it is important to revisit the old paradigm that strictly distinguishes between the two.

(Ali Algahtani, 2014) makes an important contribution by emphasizing the need for a balance between leadership and managerial roles. He highlighted that many organizations do not have a clear framework for integrating both functions into the career path or professional development of their employees. This has led to a fragmentation of roles within the organizational structure, with some individuals developing only as technical managers without leadership competencies, or conversely, visionary leaders without operational capabilities. This challenge points to the need for a holistic HR development approach.

A more contextual and cutting-edge approach is proposed by (Neelam Azad, 2017), which states that in high-performance organizations, the separation between leadership and management is becoming increasingly blurred. Skills such as communication, decision-making, and conflict management are found in both leader and manager roles. This indicates that the traditional definition of the two roles is arbitrary and does not fully reflect the reality of modern organizations. Therefore, there is a need to redefine the concepts of leadership and management that are more responsive to the complexity of today's organizations.

Meanwhile, (Shamas-Ur-Rehman Toor And George Ofori, 2008) highlighted the importance of integrating leadership development in managerial career paths. They assert that organizations need to design long-term strategies to create professionals capable of performing both functions at once. This is not only relevant in the context of human resource development, but also a strategic move in creating competitive advantage. In fast-changing and uncertain market conditions, the presence of manager-leaders is an urgent need.

Overall, the literature review shows a paradigm shift from the separation of functions towards the integration of leadership and managerial roles. Growing theoretical discussions confirm that future leaders are not only visionary figures, but must also have the ability to manage resources efficiently. Therefore, organizational strategies in HR development need to be redesigned with an approach that emphasizes competency integration. This approach is in line with the demands of today's organizations that are adaptive, collaborative, and oriented towards long-term results.

IV. CONCLUSION

In the modern era characterized by rapid change, organizational complexity, and global competition, the line between leadership and management is becoming increasingly blurred. Organizations can no longer rely on a rigid separation of functions between leaders who direct the vision and managers who manage the system. Instead, professionals are needed who are able to perform both

roles in an integrated manner to create adaptive, efficient, and innovative organizations.

The study shows that conceptual separation of roles is no longer relevant in contemporary organizational practice. Leadership and management functions are often performed by the same individuals, with skills that overlap and support each other. Therefore, organizational approaches to human resource development need to be geared towards the integration of these roles, both in training, career planning and in performance appraisal systems.

By integrating leadership and management as a single set of competencies, organizations will be better equipped to deal with uncertainty, build competitiveness, and drive sustainable growth. The relevance of the boundary between the two is no longer in the separation, but in how they are collaborated in one strategic role that supports the overall success of the organization.

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